

Concordia University  
Faculty of Commerce and Administration  
Faculty Council  
Friday, March 13, 1998

M i n u t e s

**Present:** M. Anvari (Chair)  
D. Acland (Acco.), A. Ahmad (Fina.), K. Argheyd (Mana.), T. Badawi (CASA), C. Bayne (DS&MIS), S. Betton (Fina.), A. Brodt (Fina.), J. Craighead (Acco.), G. Fayerman (D.Acco.), D. Franklin (Mana.), Z. Gidengil (Mktg.), J. Hall (Mana.), L. Healey (Reg.), S. Hoffman (Lib.), B. Hughes (CGSA), A. B. Ibrahim (Assoc. Dean), A. Jalilvand (EMBA), G. Kanaan (Acco.), R. A. Long (Acco.), L. McGown (Mktg.), C. Malatesta (CASA), G. Martin (Comp. Sci.), D. Morin (Assoc. Dean), D. Nizzola (CASA), L. Putnam (CASA), D. Otchere (Econ.), S. Satir (DS&MIS), J. J. Segovia (Acco.), M. Sharma (DS&MIS), A. Teffeteller (CMLL), M. Thakor (Mktg.), T. J. Tomberlin (Assoc. Dean), M.-F. Turcotte (Mana.), H. Warsame (Acco.)

**Absent with regret:** G. Fisher

**Guests:** D. Taddeo, Exec. Vice-Chair, Capital Campaign, S. Antaki, Campaign Communication Officer, Shaun Lynch, Capital Campaign Coordinator, Chris Mota, Capital Campaign Alumni and Friends

**I** **Call to Order**  
The meeting was called to order at 09:40.

**II** **Closed Meeting**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

III **Open Meeting**

IV **Approval of Agenda - CAFC-98-02A**

*It was moved by M. Thakor and seconded by J. Craighead that Faculty Council approve the agenda as presented. The motion was carried.*

V **Approval of the Minutes - CAFC-98-01M**

*It was moved by A. Ahmad and seconded by R. A. Long that the minutes be approved with following revisions: Page 1 - add R. A. Long to the attendance list, page 6 - the first sentence of the last paragraph will read "...would bring the delivery model to Faculty Council...", page 7 - delete repetitive second paragraph. The motion was carried.*

VI **Chair's Remarks and Question Period (15 minutes maximum)**

The Chair introduced, D. Taddeo, Vice-Chair, Capital Campaign, who presented the history of the University, an overview of the 1983-88 Capital Campaign and a status report on the current campaign.

\$34M in pledges had been made by October 1997. Pledges have increased since then to include \$9.1M for student support, \$6M for renewal of academic facilities, \$1.6M for research and teaching technology, \$2.14M for teaching and research endowments and \$2.2M for libraries and special initiatives. \$16M has been pledged with no restrictions. The total to date is \$38,680,087. Students have pledged \$9M over the next ten years, the Molson Foundation has pledged \$3.5M to renew the facilities of the Faculty of Commerce and Administration, Richard and Carolyn Renaud have pledged \$2M to provide scholarships to students on the sole basis of need, Bio-Chem Pharma has pledged \$1.1M for the Bio-technology/Bioinformatics Laboratory. Bill Oppenheim has pledged \$1M for the creation of the School for Cinema, the EJLB Foundation has pledged \$1M for departmental research in building materials, the Bank of Montreal has pledged \$550K, Hydro-Quebec has pledged \$500K for research in building energy efficiency, and the Laurentian Bank has pledged \$150K. The next steps in the campaign involve the special gifts division and the alumni division.

Participation rate to date for full time faculty in the Faculty of Commerce and Administration is 23%, Fine Arts is 28%, Arts & Science is 35%, Engineering and Computer Science is 38%. Staff support in Commerce and Administration is 25%, Arts & Science is 26%, Engineering & Computer Science is 37%, Fine Arts is 56%. Donation forms will be mailed within the next few days to give faculty and staff another opportunity to participate.

In conclusion, D. Taddeo informed Council members of the loyalty and goodwill demonstrated by many Commerce alumni who attribute their influential positions in the Toronto business community to their educational experience with the Faculty of Commerce and Administration.

It was asked if the Royal Bank had designated \$500,000 to a computerized language lab. D. Taddeo advised that a verbal commitment has been made but the designation has not been

finalized.

C. Mota reported that faculty and staff have pledged approximately \$870K, \$125K from the senior administration; approximately \$400K from faculty and \$200K from staff; the average faculty gift is approximately \$2,000 over a five-year period.

D. Taddeo and his team were applauded for their remarkable achievement with campaign.

The Chair announced that Dr. J. McGuire will assume the position of Associate Dean, Graduate Programs, Research and Program Evaluation and Dr. T. J. Tomberlin will be appointed Associate Dean, External Affairs and Executive Development, filling the position vacated by J. A. Rosenblatt in June 1997, effective April 1, 1998. He reported that a Faculty presentation promoting the value of expanding the scope of the Aviation MBA to the Montreal market has been well received by a fast-track committee of the Quebec government. The government's response to the Faculty's proposal for a grant of approximately \$2.4M is expected by June 7, 1998. Funding would be used to establish a Centre for Aviation Management Research. The Chair announced that the new director of the Faculty of Commerce and Administration Placement Centre is expected to begin in late March. The Centre is located on the tenth floor of the GM building.

The Chair reported that he had just returned from the Czech Republic where the establishment of an aviation training centre in the Czech Republic with the participation of the Czech airlines was discussed with Officials of the Canadian Embassy, the new Czech Ambassador to Canada and officials of the airlines. The project was suggested by Bombardier and the Canadian government and supported by a \$25,000 CIDA grant to develop the business plan which was prepared in Fall 1997. The total grant for the project is approximately \$1.6M of which \$1M is provided by the Canadian government and \$600,000 by Bombardier, CAE and CIBC. The decision is expected to be made at the end of March.

The Chair also reported that he met with the President of the Czech Management Centre to discuss both a CIDA supported proposal for the Faculty to offer an MBA program at the Centre and their interest in our Aviation MBA program. He also met with the Chair of the Canadian Consortium of Management Schools, which manages the Czech project and a similar project in Poland, to emphasize that Concordia faculty members are interested in the opportunities offered through the CCMS. The University of Calgary and UQAM are major partners of CCMS.

With regard to the Capital campaign, the Chair agreed to follow up on the Royal Bank's designation of \$500,000 for the establishment of a computerized language lab. The Chair asked members of Council to assist him in obtaining the Faculty's share of the \$16M capital campaign funds that have no restricted designation.

## **VII Faculty Council Elections**

### **1. Representation of Lecturers on Faculty Council**

M. Sharma explained that many lecturers have only twelve month or nine month contracts and could be considered ineligible for election to a three year term. It was agreed that the term for Lecturer remain a three-year period. The expiry of the contract of the individual representing the rank of Lecturer on Faculty Council would be handled by means of an election, the same procedure in place for other faculty members on Council who are granted leaves.

**VIII Business Arising from Previous Meeting****1. Proposed Student Charter of Rights - CAFC-98-02A-02**

Several concerns expressed at the February meeting of Faculty Council were repeated. It was generally agreed that the modified articles presented in document CAFC-98-02A-02 did not address the concerns articulated at the last Council meeting. It was suggested that the document be distributed to all faculty members who would then forward their comments directly to the CSU prior to the next meeting of Senate, April 3, 1998.

*It was moved by Z. Gidengil and seconded by M. Sharma that discussion of the Proposed Student Charter of Rights be tabled for the next meeting of Council.*

*The motion was carried.  
(23 for, 1 opp., 5 abst.)*

**IX Report: Undergraduate Programs, Academic and Student Affairs**

D. Morin distributed a written report of the activities of the Office of the Associate Dean, Undergraduate Programs, Academic and Student Affairs to Faculty Council - CAFC-98-02M-01. The document will also be sent to all faculty members. She reported that the student orientation sessions would begin in May and continue through to the end of August. The schedule and an invitation to participate will be e-mailed to all faculty members. Faculty members are also invited to participate in the third annual Faire le Grand Saut which will take place during the Summer.

**X Report: Graduate Programs, Research and Program Evaluation**

T. J. Tomberlin reported that Financial Services has agreed to close a number of accounts which has increased the funding for CASA and SSHRC research grants from approximately \$12,000 to \$25,000 for the final competition. He reported that the MBA Curriculum Revision Task Force has made a presentation of the proposed revisions to the Faculty Advisory Board. Dr. McGown will meet with departments during the next few weeks to discuss the proposed revisions. With regard to the Diploma in Pharmaceutical Marketing and Management, he reported that the agreement between the pharmaceutical association and the Faculty has not yet been finalized. Any substantial changes to the proposal approved by Council would be brought back to the Council for consideration.

**XI Report: External Affairs and Executive Programs**

Please refer to item VI above.

**XII Report: Administrative Affairs and Human Resources**

A. B. Ibrahim reported that the budgets of revenue generating programs are now being monitored on a weekly basis and advised that he has been meeting with the staff from various units in the Faculty in an effort to determine training needs.

**XIII Reports from Faculty Representatives on University Committees**

1. **University Senate** - Nothing to report.

2. **Arts and Science Faculty Council**

A. Teffeteller reported that curriculum revisions were approved, the space plan was presented and the approval of the Institute for Social, Cultural and Environmental Studies was considered.

3. **Senate Academic Planning and Priorities** - Nothing to report.

4. **Senate Academic Programs Committee** - Nothing to report.

5. **Senate Research Committee** - Nothing to report.

6. **Senate Academic Services Committee** - Nothing to report.

7. **University Library Committee** - There was no report.
8. **Undergraduate Scholarships and Awards Sub-committee** - There was no report.
9. **Computer Resources Committee** - There was no report.
10. **Board of Governors** - There was no report.
11. **Council of Graduate Studies** - There was no report.

#### XIV Reports from Student Associations

##### 1. **C.A.S.A. Report**

D. Nizzolla reported the recent activities of the various student associations: The Accounting Student Association coffee with the CGA, the DS&MIS Student Association internet seminar, the Finance Investment Student Association visit to Toronto investment firms, the International Business Association Speaker, the Management Association St. Patricks In Boston celebration, the Finance and Investment Students Association mentor night, the Marketing Association Marketing Days and business luncheon featuring a speaker from IKEA, and the Molson dinner for Commerce Games and the Undergraduate Business Games. In conclusion, he reported that the new CASA executive has been elected.

D. Morin reported that the Bank of Montreal has granted a fifteen-week internship to one of the students involved in the Commerce Games.

##### 2. **C.G.S.A. Report**

B. Hughes reported that elections are underway for the next CGSA executive. He thanked all the professors who allowed the students class time for their campaign. He also reported that four students attended the York MBA student conference and a McGill MBA conference to further linkages with the schools. Invitations have been received for Concordia to attend the MBA conference at Western in April and the International Games at Duke University.

#### XV New Business

##### 1. **Graduate Diploma in Accountancy Financial Report as at May 31, 1997 - CAFC-98-02A-03**

*It was moved by J. Hall and seconded by M. Sharma that Professors Fayerman and Jalilvand be granted speaking privileges. The motion was carried.*

In response to a question about surplus funds, G. Fayerman explained that traditionally the surplus returns to the Faculty budget. In future the Diploma program will not be allotted funds from the Faculty budget but will use the revenue for operational expenses with any surplus being returned to the Faculty budget.

##### 2. **EMBA Financial Report as at May 31, 1997 - CAFC-98-02A-04**

In response to a question, A. Jalilvand estimated the space rental to be approximately \$35,000 or 5% of the revenues. The Chair commented that he had been negotiating for a reduction in space rental for all the revenue generating units.

With regard to the reduction in the advertising budget, A. Jalilvand explained that new, less expensive methods of publicizing the program are being explored. For example, in May an eight-page article about the EMBA will appear in the Montreal Business Magazine

and in Montréal Inc. distributed by the Globe & Mail and La Presse respectively. With regard to the decrease in enrolment, he noted that 30% of the first EMBA class travelled to Montreal from Ottawa, a market that has been absorbed by the competition in Ottawa. He advised that a study of the market is being conducted as the basis of a revised marketing strategy. With regard to the increase in the 1996-97 actual office expenses to \$250,685, A. Jalilvand explained that the cost of implementing the revised EMBA curriculum was considerably more than expected. Costs are expected to be significantly reduced during the 1997-8 academic year.

It was suggested that in all future reports, room rentals be reported separately identifying internal transfer rentals versus external or third party rentals.

3. **Minority Institute Interim Financial Report 1997-98 - CAFC-98-02A-05**

It was confirmed that the policy of the Faculty is to restrict instructional participation to Commerce and Administration faculty.

B. Ibrahim suggested that he work with the directors of the revenue generating programs in preparing reports to Council each September using a uniform financial reporting format.

4. **Centre for Pharmaceutical Management Financial Report as at May 31, 1997 - CAFC-98-02A-06**

The report was received.

**XVI Other Business**

1. **Ad Hoc Task Force to review the matrix structure of the Faculty of Commerce and Administration - CAFC-98-02A-07**

The Chair explained that the department chairs had met to discuss the composition and mandate of the task force. The conclusion of the discussions are reflected in document CAFC-98-02A-07.

*Upon motion duly moved and seconded ( M.Sharma, K.Argheyd ), it was unanimously resolved:*

*Whereas: The Academic Plan 1998 - 2000 adopted by Faculty Council on November 28, 1997 calls for a review and examination of the current matrix structure of the Faculty of Commerce and Administration, and*

*Whereas: The Chairs and the Dean have considered different options for conducting this review and have reached a consensus on the following:*

*Be it Resolved:*

*That the Faculty Council establish a task force composed of Professors Steven Appelbaum, Bakr Ibrahim and Derek Acland. The task force will examine the pros and cons of the current structure and alternative structures and recommend to Council by December 1998 any changes that can enhance the ability of the Faculty to accomplish its mission and the goal of the Academic Plan 1998 - 2000. The task force will carry out this mandate in a collegial manner by consulting fully with members of the faculty and staff through meetings with departments and programs,*

**CAFC-98-02M**

*holding open meetings, inviting written submissions and any other means it considers appropriate.*

*It was moved by M. Sharma and seconded by L. McGown that the meeting be adjourned.  
The motion was carried.*

The next regular meeting of Faculty Council will take place on Friday, April 3, 1998 in room GM403-2 beginning at 09:30.